INTRODUCTION

Concept of Training

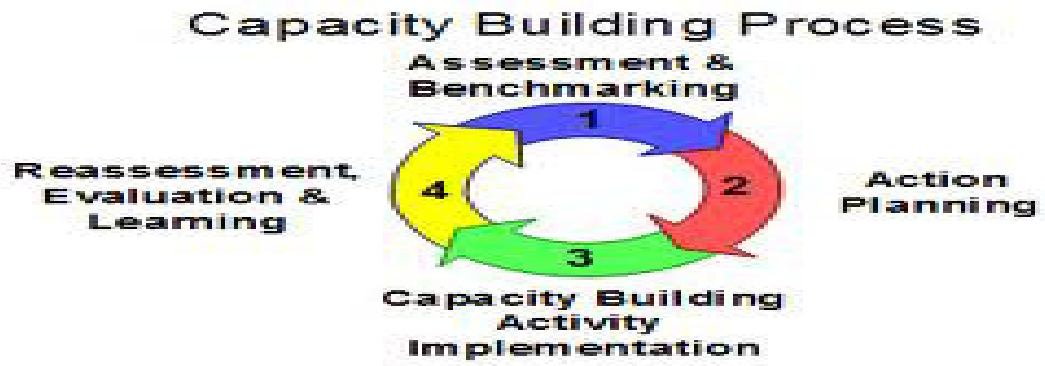
Training refers to the planned effort by a company to facilitate employees learning of job-related competencies, which include knowledge, skills, or behaviours that are critical for successful job performance.

Training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity and performance.

Today most of the organizations operate in a business environment where uncertainty, risk and complexity in the external environment have become a fact of life. Pressure of international competition and market globalization are forcing Indian organizations to match global standards. Whatever their structure or business strategy, organizations are realizing that it is the performance of their human assets that can make a difference between success and failure. With increasing emphasis on technology, quality and service we are moving away from mechanized workforce to an intellectualized one and thus need competent and self directed employees to assume responsibility as per the changing demands of the work situations. As such no organization can ignore the learning and development needs of its employees without seriously effective their performance in a rapidly changing society.

Concept of Capacity Building

The word "capacity" speaks to our potential – as people, and as communities. So, when we talk about capacity, we are talking about that which we have the potential to become. Capacity building is about change, about becoming more. A comprehensive, integrated approach to capacity building nurtures excellence, expansion and positive change in all areas of human experience. By building social, environmental, economic, physical, psychological, spiritual, and cultural capacity, we are able to address the potential of the whole person within the whole community. Sometimes the changes in capacity we hope to achieve will include individual knowledge, behaviours, skills, and techniques**.**



Concept of Hospitality Industry

"Hospitality is an art of making guests feel welcome"

-Anonymous

The hospitality industry consists of broad category of fields within the service industry that ***includes lodging, restaurants, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry.*** The hospitality industry is a several billion dollar industry that mostly depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or even an amusement park consists of multiple groups such as facility maintenance, direct operations (servers,housekeepers,porters,kitchenworkers,bartenders,etc.),management, marketing, and human resources.

As the hospitality industry is an broader sector, therefore in the current research, researcher had narrowed the concept of hospitality industry to hotel sector only i.e hotels which ***includes lodging of guests.***

In general, a "hotel" is defined as a public establishment offering visitors against payment two basic services i.e. accommodation and catering (***Ghosh, Biswanath,2007***)[3]. However, during the last few years great changes have taken place in the scope of hotel industry. During 6th century BC, hotels were known as "inns" or ***"dharamshalas***" and were providing only food and overnight stay facilities. At that point of time the standard of an inn was quite normal with earth or stone floor, common bedroom and simple food. As travel became easier, inns grew in size and number. The spirit of competition raised the standard of inns.

Industrial revolution and trade expansion resulted into increase in the number of visitors crossing international border. In this era, room furnishing and catering received greater attention. Emphasis was made on accommodation with spacious assembly hall and dining hall for organizing functions and parties etc. But the real growth of the modern hotels started in the last decade of the eighteenth century with the establishment of City Hotel in New York. After that a large number of hotels of various types and grades came into existence in different countries to meet the requirements of different categories of visitors.

Modern hotels provide a number of services to the visitors. The services vary according to the aim, location, type, size and grade of the hotel. As per ***Negi Jagmohan***, Generally, the important activities of a hotel include –

(1) Direction (2) Reception (3) Provision of accommodation rooms/floors (4) Cuisine Meals and Refreshments (5) Restaurant (6) Bar (7) Bell to provide information to the guests (8) Entertainment and Recreation (9) Sightseeing (10) Transport facilities (11) Parking space(12) Swimming pool(13) Bathroom facilities (14) Lounge facilities (15) Garden (16) Shopping facilities (17) News stand (18) Tobacco and Cigarettes (19) Telephone (20) Television (21) Radio (22) Laundry and Cleaning (23) Telex service (24) Sporting installations, Tennis court, Golf and Squash (25) Installation for children (26) Banquet hall (27) Conference facilities (28) Convention facilities (29) Exhibition areas (30) Health club (31) Business centre etc.

Online report on a website reveals 5 Hotel Industry in India currently has supply of 110,000 rooms and there is a shortage of 150,000 rooms fuelling hotel room rates across India. According to estimates demand is going to exceed supply by at least 100% over the next 2 years

(by 2012). Five-star hotels in metro cities allot same room, more than once a day to different guests, receiving almost 24-hour rates from both guests against 6-8 hours usage. With demand-supply disparity, hotel rates in India are likely to rise by 25% annually and occupancy by 80%, over the next two years. This will affect the competitiveness of India as a cost-effective tourist destination. To overcome, this shortage Indian hotel industry is adding about 60,000 quality rooms, currently in different stages of planning and development, which should be ready by 2012. Hotel Industry in India also set to get a fillip with Delhi hosting 2010 Commonwealth Games. Government has approved 300 hotel projects, nearly half of which are in the luxury range. The future scenario of Indian hotel industry looks extremely rosy. It is expected that the budget and mid-market hotel segment will witness huge growth and expansion while the luxury segment will continue to perform extremely well over the next few years.

Characteristics of Hospitality Industry

- **Perishability:** If the full capacity of the services is not utilized the services becomes perishable.
- **Variability:** The quality of service varies to great extent.
- **Inseperability*:*** Service is inseperable form the provider.
- **Intangibility:** Hospitality is intangible but hotel industry in tangible you can touch, taste and feel the product.

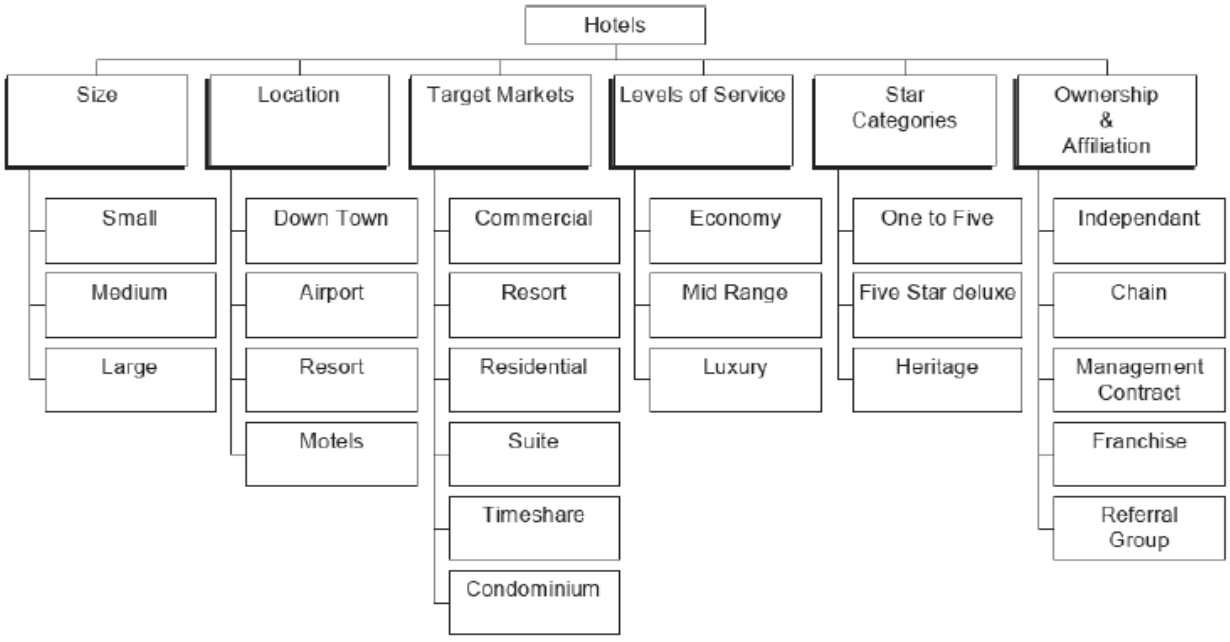
Classifications of Hotels:

A hotel is an establishment that provides paid lodging, usually on a short-term basis. – **Kasavana, M L and Brooks, R M (1995)[4]**

India's hotel industry comprises the following four main categories.

- Star hotels
- Heritage hotels
- Budget hotels
- Unclassified hotels

Chart 1.1 Classifications of Hotels



Challenges of Hospitality Industry in India are:

- Shortage of skilled employees
- Retaining quality work force
- Shortage of rooms
- Intense competition and creating brand 'India'.
- Manual back-end
- Human resource development
- Large part of the industry is in unorganized sector.
- Lost vocational advantage

Human Resources in Hospitality Industry

Human resources in hospitality industry, just like in any other enterprise, are one of the single biggest costs. Furthermore, it is the efficient workforce in hospitality industry, who's timely and good services to customers have great bearing on the business of hotel and restaurants. Between the enterprise and customer, human resource establishes first contact. Therefore effective management of human resource is of vital importance for the success of enterprise. Common perceptions of management practices in the hotel industry typically include work intensification, high labour turnover, lack of training and poor career prospects, and casual terms and conditions of employment. The present study is with due caution of such perceptions.

So it is in the hospitality industry, before a manager can direct and shape employee's individual contributions into an efficient whole, he or she must first turn employees into competent workers who know how to do their jobs.

Concept of Training in Hospitality Industry

"Lack of trained manpower is the single most limiting factor for growth of the hospitality industry."

Training refers to the planned effort by a company to facilitate employees learning of job-related competencies, which include knowledge, skills, or behaviours that are critical for successful job performance.

Training is a part of the human resource development, along with the other human resources activities, such as recruitment, selection and compensation. The role of human resource department is to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance. In order to implement the right training methods, the training specialist should be aware of the pros and cons and effectiveness of each training method. Besides, for evaluating training effectiveness, measurement should be done according to the models.

Training has become the Holy Grail to some Organizations evidence of how much management truly cares about its workforce (The Times of India, December 13, 2000, p.1). The Effectiveness with which organizations manage, develop, motivate, involve and engage the willing contribution of those who work in them is a key determinant of how well these organizations perform **(Dhar, S. 1998,)**[5] Organizations help their people learn new skills so as to be able to perform well. It has been confirmed that organizations with more progressive people - oriented policies have excelled, leaving the competition behind. This is mainly because when organizations invest in people, in their training, what they get in return higher skill and greater competence that improves morale and productivity. As people's growth is linked with the organizations growth in view of long- term profitability, organizations need to invest in their people. The 21st Century will belong to those organizations, which are able to learn faster than their competitors. The Organizational structure of the future is a learning organization focusing at creating and gaining knowledge for improved performance and building competitive edge. The truly successful organizations of the future will discover how to tap people's commitment and capacity to learn at all levels.

The main features of Training are:

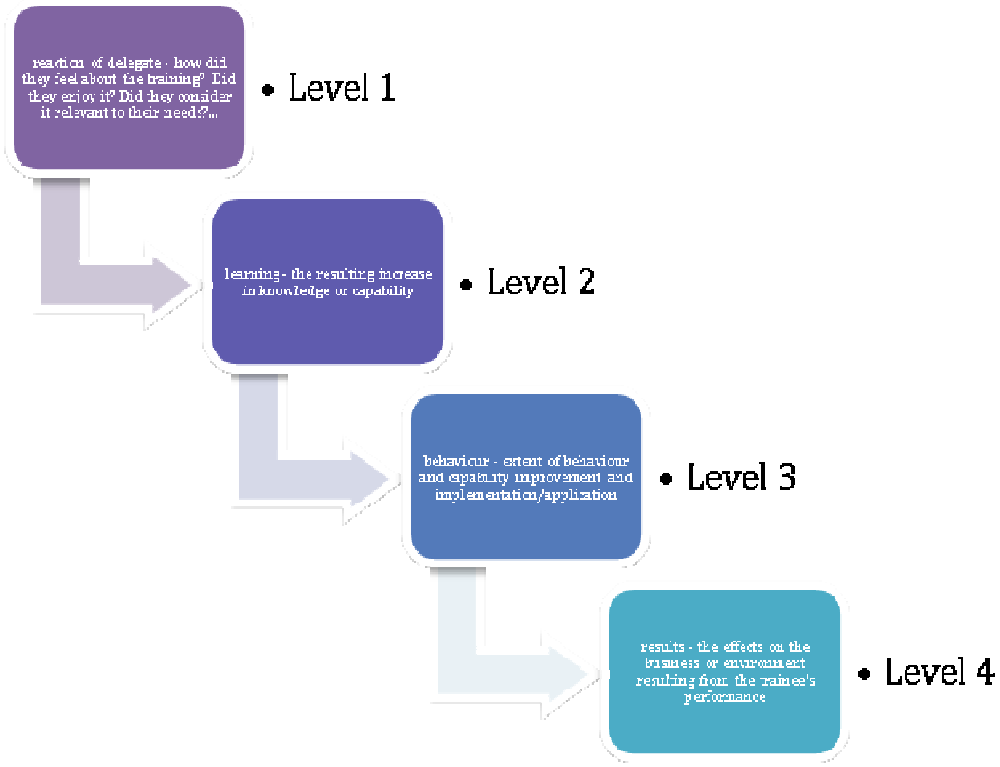
- Improving Employee Performance.
- Updating Employee Skills.
- Preparing for Promotion and Managerial succession.
- Retaining and motivating Employee
- Creating and Effective and Efficient Organization.

Employee Excellence – Training

- Optimum utilization of resources.
- Development of skills of employees.
- Organizational climate.
- Image.
- Healthy working environment
- Health and Safety
- Morale
- Profitability
- Productivity
- Team spirit
- Organizational culture

Evaluation of Training Effectiveness

To measure the effectiveness of Training there are number of models but the commonly used Kirkpatrick Four Levels Training Effectiveness Evaluation method is given below;
The American Professor, Donald Kirkpatrick developed this model It has been published in the book, "Evaluating Training Programs". The model features Four Levels.


reaction of delegate - how did they feel about the training? Did they enjoy it? Did they consider it relevant to their needs?...
Level 1
learning - the resulting increase in knowledge or capability
Level 2
behaviour - extent of behaviour and capability improvement and implementation/application
Level 3
results - the effects on the business or environment resulting from the trainee's performance
Level 4

Present study is undertaken to explore "***Impact of Training on Capacity Building and Effectiveness of Employees: A Study of Hospitality Sector in Rajasthan***"

REVIEW OF LITERATURE

A **literature review** is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work. Also, a literature review can be interpreted as a review of an abstract accomplishment. Most often associated with academic-oriented literature, such as a thesis, a literature review usually precedes a research proposal and results section. Its main goals are to situate the current study within the body of literature and to provide context for the particular reader.

The ability to review, and to report on relevant literature is a key academic skill. A literature review:

- situates your research focus within the context of the wider academic community in your field;
- reports your critical review of the relevant literature; and
- Identifies a gap within that literature that your research will attempt to address.

To some extent, particularly with postgraduate research, the literature review can become a project in itself. It is an important showcase of your talents of: understanding, interpretation, and analysis, clarity of thought, synthesis, and development of argument. The process of conducting and reporting your literature review can help you clarify your own thoughts about your study. It can also establish a framework within which to present and analyze the findings. After reading your literature review, it should be clear to the reader that you have up-to-date awareness of the relevant work of others, and that the research question you are asking is relevant. However, don't promise too much! Be wary of saying that your research will solve a problem, or that it will

change practice. It would be safer and probably more realistic to say that your research will 'address a gap', rather than that it will 'fill a gap.

Purpose of a Literature Review

The purpose of a literature review is to:

- Establish a theoretical framework for researcher's topic / subject area
- Define key terms, definitions and terminology
- Identify studies, models, case studies etc supporting researcher's topic
- Define/establish research's area of study, i.e. researcher's research topic.

Relevance of Review of Literature

When readers come to the researcher's assignment, dissertation, or thesis, they will not just assume that the research or analysis is a good idea; they will want to be persuaded that it is relevant and that it was worth doing. They will ask questions such as:

- What research question(s) a researcher is asking?
- Why a researcher is asking it/them?
- Has anyone else done anything similar?
- Is the researcher's research relevant to research/practice/theory in your field?
- What is already known or understood about this topic?
- How might the researcher's research add to this understanding, or challenge existing theories and beliefs?

Training has direct relationship with the employee's performance. Basically training is a formal & systematic modification of behavior through learning which occurs as result if education, instruction, development, & planned experience Because of the practical implications of training, it is important to have training that is effective. Studies have proven that more costly

but effective training can save money that is wasted on cheap but inefficient training (Ginsberg, 1997). Therefore, training has acquired a strategic value for hotels **(Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001)**[7], since service quality depends on employee customer care effectiveness.

Anstasiou Michael (2011)[8] in his research paper "*Assessing Training Effectiveness in Larnaca's Hotels"* presents the findings of research undertaken during 2010, in the hotel industry in Larnaca -Cyprus. The aim of the article is to assess the achievements and effectiveness of training. The investigation addresses the impact of training on improving service quality standards and employees' skills. The evaluation concerns the Content, Input, Reaction and Outcomes (CIRO Model) of training. A survey was used and questionnaires were piloted on HRMs in order to secure the validity and the reliability of the research instrument. A sample size of 352 (n= 352) employees participated in the research. Findings showed that training was effectively implemented and acknowledged by all participants, highlighting the role of front-line supervisors as training facilitators and agents of learning. On-the-job training is an important source of tacit knowledge, promoting novelty ideas and maintaining a defense mechanism to operational drawbacks, such as diversity and low performance. However, training needs' assessment and training evaluation policies do not exist in all hotels. HRMs miss an opportunity to implement the assessment process as a diagnostic tool in evaluating the achievement of training and to decide whether or not training has met the pre-set training goals. This article presents research undertaken in the hotel industry of Cyprus aiming to assess and determine the effective implementation of training.

Mani Vijaya (2010)[9] in opined in his research paper, "*Evaluating Effectiveness of Executive Training"* examined empirically four levels of measuring training effectiveness by using a sample of trainees who attended a management development program in 2010, targeting future managers. This study reveals that the training program can be further equipped with technology which is practiced during job functions. The interest among the employees can be sustained and increased by adopting new methods in teaching the course content .The positive attitude of the employees towards the training program could be increased by concentrating on the four major factors identified through factor analysis.

Kimberley J. Harris (1995)[10] in his research paper, "Training technology in the hospitality industry: a matter of effectiveness and efficiency" , explored in his study that aims to reveal the current methods and tools of training in US hospitality firms and to discover the opinions of those using them as to whether the methods and tools are effective and efficient. Hospitality training executives were surveyed and asked to identify the methods and tools used in their organization, to rate each method and tool, and to give suggestions for improvement if they believed it was needed. Answers were compared according to position of the respondent, size of company based on number of employees, annual sales, and level of company.

Zhao Xinyuan (PhD), Zhan Junchuan (PhD) & Namasivayam Karthik (PhD) (2008)[11] ,in her article "Factors Affecting Training Success in China" this paper models and investigates the effects of various organizational and individual level factors on training effectiveness in the context of the Chinese hospitality industry. Factor analytic and multiple regression analyses were employed to analyze the relationships between various factors, their sub-dimensions, and training effectiveness. Two main factors, termed internal factors and external factors were identified. Internal factors refer to issues pertaining to the design and implementation of the training program and external factors refer to issues pertaining to the training climate of the organization. The results indicate that external factors have a greater impact on training effectiveness. The managerial and theoretical implications of the research are discussed.

Gawali Vidhya, (2009)[12], in her article titled *"Effectiveness of Employee Cross-Training as a Motivational Technique",* revealed that Organizations can give this chance to their employees through cross training. Employee cross training is an effective motivational techniques, because it prevents stagnation, offers learning and opportunities for professional development, improves understanding of different departments and the organization as a whole, leads to better coordination and teamwork, and finally removes differences, enmity and unhealthy competition. Therefore along with other motivational techniques the organization needs to provide cross training to the employees.

Ibrahim Mohamed E,(2004) [13] *"Measuring Training Effectiveness",* in his article focused on the trainees reaction towards the training program and skills and knowledge gained from the program. Through training sessions the trainer motivated trainees to work hard to gain the desired skills and knowledge.

The review of literature on training and development reveals that the training and development activities must go through at least three stages of development:

- In-depth Induction training provided to new joiners'. Induction seems to be the only process by which training is imparted systematically in most of the organizations.

- Technical and functional training is usually offered at functional level to improve productivity as training is treated as the only method to increase productivity and efficiency. However it is more on "on the job" basis and frequently it is related to the events and daily briefing.

- Training should be observed as integrated part of HR which begins from induction and ends with planning for retirement.

- Obviously hospitality being young industry, it has not yet reached the third stages.

The review of literature also revealed lack of information on any standard process on training activities in hospitality industry. Such process and procedures specific to particular size and type of hospitality industry unit is not yet available. Though there is possibility that in advance countries big organizations depending only on the revenue from hospitality must be making experiments in the area but information on paper is not available for study and reference purpose.

Thus it is clear that in-depth study of training in hospitality industry is required considering the variety of sizes hospitality units operate. Some standardize process and procedure which could be utilized for five star hotel units. This has thrown challenge on

researcher to know what has been done and what needs to be done. The present study makes an attempt to understand the environment and practices of training in five star hotels.

In this backdrop the present researcher has been promoted to do a research on “Impact of Training on Capacity Building and Effectiveness of Employees: A Study of Hospitality Sector in Rajasthan”

JUSTIFICATION AND RELEVANCE OF THE STUDY

Life is all about improvement and improvement is done through transformation. Transformation – whether of the organization or of individual – always help liberate enable people. Training is to bring about the transformation in people's hearts and mind.

Hospitality sector is growing at a very fast rate in India. The sector is growing at a rate of approximately 8%. This sector can be broadly classified into hotel industry, travel and tourism, restaurants, pubs, clubs and bars, contract catering, and aviation. Other than that, hospitality is applicable at various places like in universities, sporting venues, exhibition centers and smaller events management companies.

The major challenge of this sector is shortage of skilled employees along with the challenge of attrition rate. Skilled chefs and managers are in great demand. Managers require huge range of competencies such as, people management, viable skills, business insights, analytical skills, succession planning, and resource development in order to get success in this sector. In addition to that, employees are not enough trained on Business Etiquettes, Courtesy, and Business Communication. Hospitality is all about handling people. So an employee must have right attitude, tolerance, and listening skills in order to move up the hierarchy. There is still a long way to go to inculcate good public relations, interpersonal skills.

With the increase in competition due to the coming up of major players and investments in hospitality industry sector, the need to train employees has increased more than ever before. The major players are now strategizing to increase the turnover of the customers by training their employees on Communication, Dining and Business etiquettes, etc.

It is therefore justified to study how Training impact on Capacity Building and Effectiveness of Employees.

OBJECTIVES OF THE STUDY

The primary objective is to know the ***Impact of Training on Capacity Building and Effectiveness of Employees in Hospitality Sector of Rajasthan.***

Main objective are:

1. To investigate the training needs of hospitality staff.
2. To study the process of training followed in hospitality industry and its impact on capacity building.
3. To understand the prevailing training practices in hospitality Industry and its impact on Employees retention.
4. To explore the adequacy of training provided in hospitality industry.
5. To identify best practices of the hospitality industry with regards to training of employees.

HYPOTHESES

A supposition; a proposition or principle which is supposed or taken for granted, in order to draw a conclusion or inference for proof of the point in question; something not proved, but assumed for the purpose of argument, or to account for a fact or an occurrence; as, the hypothesis that head winds detain an overdue steamer. A hypothesis being a mere supposition, there are no other limits to hypotheses than those of the human imagination.

The following hypotheses have been formulated for study of Training on capacity Building and Effectiveness of employees of Hospitality sector in Rajasthan.

Null Hypotheses

H_{01}: There is no significant impact of Training on Capacity building of employees in hospitality sector in Rajasthan.

Alternate Hypotheses

H_{A1}: There is a significant impact of Training on Capacity building of employees in hospitality sector in Rajasthan.

Null Hypotheses

H_{02}: There is no significant impact of Training on Effectiveness of employees in hospitality sector in Rajasthan.

Alternate Hypotheses

H_{A2}: There is a significant impact of Training on Effectiveness of employees in hospitality sector in Rajasthan**.**

PLAN OF WORK & RESEARCH METHODOLOGY

Research Methodology is a systematic way to solve the research problem. When there is a discussion on research methodology, its not only about research methods but it also consider the logic behind the methods that is used in the research study and it try to explain the usage of a particular method or technique and why the others are not used, so that research results are evaluated by the researcher himself or by others. **In short research methodology consists of these steps:**

Defining the research objective	Developing the research plan	Collecting the information	Analyzing the information	Presenting the finding

In fact research is an art of scientific study/investigation of the problem stated.***Present research on*** "***Impact of Training on Capacity Building and Effectiveness of Employees: A Study of Hospitality Sector in Rajasthan***:-

Research Problem

There is increasing realization among the HR fraternity that most of the problems in the industry; hospitality is no exception has "training solutions" and not "non training solutions" Hospitality Industry has achieved a sustainable growth rate in India. There are many entrants from outside setting up their facilities in India. Making a balance of demand and supply of Human Resource is the biggest challenges faced by this industry. In such a scenario of competition and growth companies rely more on training function to bridge the gap in human resource skills requirements.

In view of this researcher decided to pursue study on Effectiveness of Employees in Hospitality Sector and the present study is undertaken to fill this research gap and analyze the "***Impact of Training on Capacity Building and Effectiveness of Employees: A Study of Hospitality Sector in Rajasthan"***

Research Design

The function of research design is to provide for collection of relevant data with minimum expenditure of effort, time and money. Preparation of research design involves usually the means of obtaining information.

- Study of training and development practices existing in the Industry.

Sample Design

A sample design is a definite plan for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn, sampling design is determined before any data collected. This research plan the researcher is paying attention on the following:-

Respondents of this proposed Research study will be the existing hotel employees of the different hotels of Rajasthan.

Universe: Population of the present study will comprise of about 5000 employees working at various positions in around 200 hotels of Rajasthan.

Sample: The sample of the present study comprises of employees of 10 Luxury Hotels of Rajasthan specifically. Sample will be bound from all the hotels.

Sample size: It refers to the number of items to be selected from the universe to constitute a sample. **This Research Study consists of 10 Hotels of Rajasthan which includes 25 employees from each hotel as respondents which stands for total sample size of 250 Employees.**

Method of sampling: The Random (Probability sampling Technique) sampling technique to be used in selecting the items for the sample.

Variables and Parameters

- **Managers –**

✓ Provide basic job knowledge and skills
✓ Establishing sound relationship between the employees and their job
✓ Train employees for higher level task
✓ Better performance
✓ Quality and Quantity of Work
✓ Reduces supervision, wastage, and accidents
✓ Reduces labour turnover and absenteeism
✓ Motivation
✓ Pay and Promotion
✓ Training Need Assessment
✓ Better career opportunities
✓ Organizational Performance

- **Employees -**

✓ Quality of work
✓ Productive use of resources
✓ Cost minimization
✓ Minimizes supervision
✓ Reduces accidents
✓ Build current knowledge and skills
✓ Job role Enhancement
✓ Build healthy interpersonal relationships
✓ Performance and Productivity
✓ Job Satisfaction
✓ Pay and Promotion
✓ Career Advancement
✓

Collection of data

For the present study both Primary and secondary data shall be collected as follows:

Primary Data - Questionnaire will be administered to selected respondents of ***10 Hotels (25 each hotel) of Rajasthan only***. Questionnaire will analyze the research problem via following parts

- ***Primary part*** of the questionnaire will deal with the Demographic details (Designation, department, age, sex, qualification etc)of Manager/ Supervisor as well as of the employee to be rated through the questionnaire.
- ***Secondly*** questionnaire deals with the importance of training in Hospitality Industry.
- ***Lastly Questionnaire*** incorporates the training parameters of employee which helps in the growth of hotel with the capacity building.

Observation and Interview shall also be used.

- **Secondary Data –** Through published reports, journals, publications, articles, internet, emails etc. Due to qualitative nature of the study, it is assumed that besides the questions included in the schedule, online databases, and internet, annual reports of company / stores and company websites will act as secondary data sources in the research.

Classification, presentation and analysis of data: - The researcher has to classify the raw data into some purposeful and usable categories. Tabulation is a part of the technical procedure wherein the classified data is put in the form of tables. Analysis work after tabulation is generally based on the computation of various percentage, ratios and coefficient, etc by applying various well defined formulae. In the process of analysis, relationships or differences, supporting or conflicting with original hypothesis should determine with what validity data can be said to indicate conclusion.

Tools for Testing Hypothesis:

The data collected from the questionnaire will be used to check the hypothesis. For hypothesis testing the following statistical techniques will be used on the tabulated data.

- **Students "t" test**

Among the most commonly used statistical **significance tests** applied to small data sets (population's samples) is the series of Student's tests. One of these tests is used for the comparison of two means, which is commonly applied to many cases. The outcome of these tests is the **acceptance** or **rejection** of the **null hypothesis (H_0)**. The null hypothesis generally states that: "Any differences, discrepancies, or suspiciously outlying results are purely **due to random** and **not systematic errors**". The **alternative hypothesis (H_a)** states exactly the opposite.

- **Chi-Square Test (A Goodness Of Fit)**

Hypothesis tests may be performed on contingency tables in order to decide whether or not effects are present. Effects in a contingency table are defined as relationships between the row and column variables; that is, are the levels of the row variable differentially distributed over levels of the column variables. Significance in this hypothesis test means that interpretation of the cell frequencies is warranted. Non-significance means that any differences in cell frequencies could be explained by chance.

Hypothesis tests on contingency tables are based on a statistic called **Chi-square**. The sampling distribution of the **Chi-squared statistic** will then be presented, preceded by a discussion of the hypothesis test.

The **chi-square test** of significance is useful as a tool to determine whether or not it is worth the researcher's effort to interpret a contingency table. A significant result of this test means that the cells of a contingency table should be interpreted. A non-significant test means that no effects were discovered and chance could explain the observed differences in the cells. In this case, an interpretation of the cell frequencies is not useful

LIMITATIONS OF THE STUDY

The scope of study is limited due to the following reasons:

- ✓ In the proposed research study the analyses will be conducted on capacity building of employees in Hospitality sector and relationship with training of employee. So it cannot be said to be complete in its owing to several limitations such as biased responses, inaccurate information etc. These limitations may spring out from failure of managers to respond correctly, honestly and many other latent factors.
- ✓ A limitation of the study is to use short form of Instruments and technical terms.
- ✓ By testing the results on ten luxury hotels of Rajasthan the results cannot be generalized to other hotels of the world.
- ✓ Self Report risk taking measure will be used in this study (without giving respondents an actual task). This raises the general concern and limitation for validity and Reliability of results.

CHAPTERISATION

CHAPTER 1. CONCEPTUAL FRAMEWORK

1.1 Introduction of Hospitality Sector

1.1.1 Features of Hotel Industry.

1.1.2 Current Scenario of Hotel Industry in India.

1.1.3 Prospects of Hotel Industry in India.

1.1.4 Segmentation of Hotel Industry.

1.1.5 Current Scenario of Hotel Industry in Rajasthan

1.2 Introduction of Training

1.2.1 Introduction and Need of Training

1.2.2 Impact of Training effectiveness.

1.2.3 Training Effectiveness in Hotel industry.

1.3 Introduction of Capacity Building

CHAPTER 2. RESEARCH METHODOLOGY

2.1 Research Objective

- Objectives of study
- Rationale of study
- Scope of study
- Hypothesis

2.2 Research Design

- Sample design
- Sample Size
- Method of Sampling

2.3 Data collection methods

- Primary Data Collection
  - Source
  - Instruments & tools used
- Secondary Data Collection
  - Review of related documents available on Internet
  - Library literature review
  - Related journals and periodicals review

- Reports of Hotel industries

2.4 Literature Review

2.5 Limitations of the study

CHAPTER 3 DATA ANALYSIS AND INTERPRETATION.

3. 1 Tools for Data Analysis

3.2 Tools for Hypothesis Testing

3.3 Testing of Hypothesis

3.3.1 Analysis of Impact of Impact of Training on Capacity Building and Effectiveness of Employees with Supervisors and hotel managers as Respondents

CHAPTER 4 FINDINGS AND SUGGESTIONS

4. 1 Major Findings

4.2 Recommendations

4.3 Further Research

4.4 Conclusion

BIBLIOGRAPHY

- Books
- Journals
- Websites

APPENDICES

Appendix A :Questionnaire

Appendix B : List of Research Papers Published

Appendix C : Manuscript of Research Papers Published

Appendix D: CurriculumVitae of Research Scholar

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